From the Acquisition Support Center Director

What have I done for the Soldier today?

The newspaper, *Investor's Business Daily*©, recently featured an article titled "**10 Secrets to Success**." These tips are something we espouse at the U.S. Army Acquisition Support Center (ASC) on a daily basis, and I'd like to share them with our readers so everyone can put them into practice in their own personal and professional lives. These tips are attributable to "all walks of life" and are common traits that all leaders have in common. I know most of you exemplify these traits in your daily lives now, but sometimes it pays to reflect on what we do and how we do it so we can refocus, as necessary, our time and energies for the good of the Soldiers we support.

1. **How you think is everything.** Always be positive. Think success, not failure. Stinking thinking leads to negative energy, which detracts from your ability to do your duty in moving programs or processes forward. You are responsible for your own attitudes, actions and behaviors. Put your best foot forward and let your conscience be your guide. Likewise, fulfill your moral obligations to the best of your ability each and every day. Ultimately, duty requires a willingness to accept full responsibility for your actions and your performance. Positive energy will make that happen each and every time!

2. **Decide on your true dreams and goals.** Write down your specific goals and develop an action plan to reach them. Whether it's short-term — today, this week or next month — or longer in scope — next quarter, the coming year or 5 years from now — if you don't record your goals in a simple check list or compile them into an individual development plan, you won't truly commit yourself to achieving those tasks because other priorities will constantly demand your attention. Goals such as obtaining the necessary level of certification, continuous learning points or volunteering to take on an additional duty to gain more hands-on experience are all important objectives that will help you grow as an individual but, ultimately, will help you better support your customers — our Soldiers.

3. **Take action. Goals are nothing without action.** Don't be afraid to get started. As writer and political/social activist Ayn Rand once said, "Throughout the centuries there were men who took the first steps down new roads armed with nothing but their own vision." Doing nothing maintains the status quo. Doing something leads to new discoveries, critical breakthroughs and better procedures. Take a chance! In more contemporary parlance made famous by Nike® advertising — "Just do it." You'll discover that honest mistakes lead to discovery and discovery leads to newer, more innovative ways of doing things.

4. **Never stop learning.** Go back to school or read books. Get training and acquire new and different skills to better guarantee your personal and professional success. Don't let a lack of knowledge or experience be a "success stopper." There is a wealth of knowledge to be gained online through e-Learning (see related article on Page 34 for more information), being mentored or mentoring or simply volunteering outside your "comfort zone" for experiential assignments. As former President Ronald Reagan said, "The real key to success is within yourself. No one can give it to you or take it away from you. You hold your destiny in your hands."

5. **Be persistent and work hard.** Success is a marathon, not a sprint. Never give up — prepare yourself for the long run. The Nation is at war and our Army is transforming. Likewise, the Army Acquisition Corps is transforming to better meet the Army's, combatant commanders' and Soldiers' needs. Obviously, these issues won't be resolved overnight. In fact, we don't know what the end state will be or when it will come. So dedicate yourself now to long-term goals that will ensure our Army's and Soldiers' success. Your persistence and dedication over time make all the difference in the world. Make the commitment to selflessly serve now!

6. **Learn to analyze details**. Get all the facts and input you can get your hands on. Learn from your mistakes. Share lessons learned. Remember, information should be shared, not brokered! One person can make a difference — make that one person you. Take advantage of the analytical tools and informational databases the Army has developed such as Army Knowledge Online (AKO), Acquisition Information Management (AIM), Advanced Collaborative Environment (ACE), Acquisition Lessons Learned Management System (ALLMS), Data Access Retrieval Tool (see related article on Page 15). On the ASC Web portal at **http://asc.army.mil**, you can find the most current information on AKO, AIM, ACE and ALLMS in the March-April 2004 edition of *Army AL&T* Magazine.

7. **Focus your time and money.** Don't let other people or things distract you from the mission at hand. Our Soldiers need you and the contributions you make — small and large — every day! What you do is important and don't let anyone tell you differently. Stay focused and go the course. Believe in yourself, and those around you, and you will succeed! Remember, you are making a difference every day in the lives of the Soldiers you serve.

8. **Don't be afraid to innovate — be different.** Following the herd is a sure way to mediocrity. Mediocrity, or "checking the box," benefits no one. To move projects or programs forward, you must innovate by anticipating outcomes and applying knowledge and rational thinking in the absence of hard facts. In his *Day of Affirmation* address, Senator Robert F. Kennedy said " . . . to adhere to standards, to idealism, to vision in the face of immediate dangers takes great courage and takes self-confidence. But we also know that only those who dare to fail greatly, can ever achieve greatly." The old adage "Nothing ventured, nothing gained!" certainly applies here.

9. **Deal and communicate with people effectively.** No person is an island. Effective leaders learn how to understand and motivate others. Communication is a key ingredient for success, but it is also a process that we must work hard at every day. Therefore, communication is the process by which one person gives to or receives information from another person about that person's needs, desires, perceptions, knowledge or affective states through the use of signs or symbols, verbally and nonverbally, consciously or unconsciously, thereby conveying meaning to another to effect change. Ultimately, communication is about exchanging thoughts, ideas and information. The better you communicate, the better you can address Soldiers' needs and requirements.

10. **Be honest and dependable — take responsibility.** Do what's right, legally and morally, in both word and deed. Otherwise, numbers 1-9 won't matter.

When it's all said and done, if you truly exemplify the traits discussed above, then you will have no problem answering the question I've posed, "What have I done for the Soldier today?" Your contributions — individual and team — speak volumes for themselves. Thank you for "Supporting the Fight, Improving the Force, Building the Future!"

COL Mary Fuller
Director
Acquisition Support Center

Natick Employees Graduate From NPS Program

Thirty members of Natick's Acquisition, Logistics and Technology (AL&T) Workforce graduated from the Naval Postgraduate School's (NPS's) Advanced Acquisition Program (AAP) Dec. 19, 2003. The 1-year program is designed for acquisition workforce and other professionals working the DOD acquisition and program management process. The AAP provides a flexible, on-site alternative for education and for meeting *Defense Acquisition Workforce Improvement Act (DAWIA)* Level III certification training requirements in Program Management (PM). The three-phased program is designed to accommodate professionals unable to travel away from their home office for weeks of education. Natick hosted the program via a combination of video-teleconferencing sessions and on-site classroom instructions. The program ran from Jan. 8, 2003, to Dec. 19, 2003. Attendees received certificates for completion of the equivalent of Defense Acquisition University's (DAU's) ACQ 101 (Fundamentals of Systems Acquisition Management), ACQ 201 (Intermediate Systems Acquisition), PMT 250 (Program Management Tools) and PMT 352 (Program Management Office Course) courses. Those who participated in this program are in the PM career field, or in other career fields that directly support a PM office, allowing them to also meet experience requirements for Level III certification in the PM acquisition career field. Natick's on-site PM Level III certifications will increase from 3 to 33.

NPS Instructor Brad Naegle conducts one of the five on-site courses at Natick that are part of NPS's AAP.

For additional information on NPS AAP, go to **http://www.sm.nps.navy.mil/aap/**. For a list of Natick graduates of NPS AAP, go to **http://asc.army.mil/public/news/articles/nps.cfm**.

Natick's point of contact is Diane Nyren, Acquisition Support Center, DSN 256-4899.

Army Acquisition Basic Course Graduates Two Classes

Joe East

It's been a busy spring for the Army Logistics Management College's (ALMC's) Army Acquisition Basic Course (AABC). ALMC recently graduated two classes from its dynamic, fast-paced 8-week course in Huntsville, AL. Beginning with Class 04-002, 34 students graduated March 5, 2004. LTG Joseph L. Yakovac Jr., the Director of Acquisition Career Management (DACM) and Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology, was the graduation speaker. Class 04-002's distinguished graduate was CPT Glenn A. Dean.

Class 04-003 graduated 35 students May 7, 2004. COL Tom Economy, Deputy Director of the Aviation and Missile Research, Development and Engineering Center, was the graduation speaker. The distinguished graduate was CPT Robert J. Mikesh.

AABC is a graduate-level course designed to provide a broad spectrum of knowledge pertaining to the materiel acquisition process. It covers legal and regulatory policies and objectives that shape the acquisition process and the implementation of these policies and objectives by the U.S. Army. Functional areas presented include project management, contracting, test and evaluation, acquisition logistics and information technology. Course graduates are eligible for a wide range of acquisition workforce positions. The course proponent is the Army's DACM.

LTG Joseph L. Yakovac Jr., DACM, speaks to AABC Class 04-002 at ALMC's Huntsville campus.

Additionally, AABC is being evaluated for graduate credit. Recently, AABC was awarded equivalency with the following 10 existing Defense Acquisition University courses:

- **ACQ 101:** Fundamentals of Systems Acquisition Management
- **ACQ 201:** Intermediate Systems Acquisition (Parts A & B)
- **CON 100:** Shaping Smart Business Arrangements
- **CON 101:** Basics of Contracting
- **CON 104:** Principles of Contract Pricing (Parts A & B)
- **IRM 101:** Basic Information Systems Acquisition
- **LOG 101:** Acquisition Logistics Fundamentals
- **PMT 250:** Program Management Tools
- **SAM 101:** Basic Software Acquisition Management
- **TST 101:** Introduction to Acquisition Workforce Test and Evaluation

AABC Class 04-002 Graduates

Ashford, Christina L.	
Bae, Jae Young	LT
Bates, Archie P.	CPT
Brown, Sherri K.	
Brown, Yolanda S.	SSG
Bruton, Kenneth C.	
Collins, Michael J.	CPT
Crosby, Troy W.	MAJ
Dean, Glenn A.	CPT*
Draper, Derek J.	CPT
Edmonds, James F.	CPT
Epps, Mary L.	
Feathers, Robert S.	CPT
Frazier, James W.	MAJ
Garrett, Kimberly A.	
Ham, Mihwa	
Haywood, Tracy M.	SFC
Hendrick, Lisa C.	1LT
Johnson, Jeffrey H.	MAJ
Kang, Guhyun	LTC
Kim, Hyung Jae	MAJ
Lozano, Frank J.	CPT
Matthews, Carol H.	
McPherson, Gregory W.	
Middleton, Robert E.	MAJ
Miller, Sherry B.	
Orwig, Brian K.	CPT
Snyder, Kent M.	CPT
Steadman, Trent A.	
Trimble, William Jr.	CPT
Weigner, Heather E.	CPT
Willis, Robert A.	MAJ
Zahuranic, Michael R.	CPT

* Distinguished Graduate

AABC Class 04-003 Graduates

Aiken, Terry J.	MAJ
Bailey, James C.	
Baker, Patrick J.	CPT
Callard, Kimberly A.	
Childers, Michael C.	
Choi, Tae-geon	MAJ
Cooper, Crystal N.	
Doty, David S.	CPT(P)
Dring, Lawrence W.	CPT

Hurwitz, Jonathan M.	CPT	Schramm, Matthew F.	CPT
Jackson, Darryl K.	SFC	Schuman, Edward F.	
Jones, Lester J.	SFC	Scretching, Gwendolyn M.	
Juchu, Sui	LTC	Snyder, Lisa M.	
Kenney, James P.		Tallman, Chanda C.	
Klenske, Timothy W.	CPT	Taylor, Horace D.	CPT
Lee, Tsung-Han	1LT	Urbanic, Matthew S.	CPT
McClintock, Robert E. Jr.	CPT	Vroonland, Clifford L.	CPT
Mikesh, Robert J.	CPT*	Williams, Robert E.	
Nichols, Clifton D.		Williams, Tiffany D.	
Owens, James M.		Willis, Tiffanie D.	
Patrick, Jonathan M.	CPT	Wilson, Gregory A.	
Ryan, Thomas J.	MAJ	Wright, Darryl	

* Distinguished Graduate

Additional AABC information can be found at **http://www.almc.army.mil/hsv/index.asp**.

9th TSC Soldiers Become First Army Reserve Acquisition Course Graduates

SPC James E. Martin
Photos by LTC Joseph F. Thompson

Two Soldiers from the 9th Theater Support Command (TSC), Fort Belvoir, VA, recently broke new ground in the field of military contracting. 1LT Lisa Hendrick and SSG Yolanda Brown became the first U.S. Army Reservists to graduate from the Army Acquisition Basic Course (AABC), the 58-day course conducted at the Army Logistics Management College's (ALMC's) Huntsville, AL, campus.

SFC Tracy Haywood is presented with an AABC diploma by COL Robert J. McNeil, Commandant, ALMC.

Previously, the course trained midlevel, Active Duty (AD) officer and DOD civilians with the contracting skills they need to perform their assigned missions. The course provides a graduate-level curriculum in various functional areas, including program management, contracting, requirements determination, acquisition logistics and information technology.

The 9th TSC is a multicomponent unit with an AD headquarters based at Camp Zama, Japan, and a Reserve Component element operating from Fort Belvoir's Mosby Reserve Center. The unit provides logistics and other combat service support in the U.S. Army Pacific Command area of operations. Additionally, the first AD noncommissioned officer (NCO), SFC Tracy Haywood, recently graduated from the AABC and is now assigned to the 9th TSC in Japan.

The 9th TSC Contracting Director, LTC Joseph F. Thompson, sought out the training for Hendrick and Brown because he realized the importance of having junior officers and NCOs develop critical acquisition skills.

"In today's high operations tempo environment, we don't have time to overcome sharp learning curves," Thompson remarked. "The Army expects to deploy Soldiers who are proficient in their specialties and able to perform their duties at the same level as their AD counterparts. The 9th TSC needs to have NCOs and officers with advanced specialist training, and this course provides them with the requisite skills."

Hendrick, an Adjutant General Corps officer serving with the 9th TSC as a contracting officer, said she definitely benefited from attending the course and will be able to apply the lessons learned to her work with the unit. "Attending the course will be a big help for me when we are deployed," Hendrick said. "The subjects helped prepare me to accomplish my mission. I found the entire course challenging, and I think it's a very beneficial course for Reservists to attend because it provides us with the same training as our AD counterparts."

Hendrick said that while many Army Reserve Soldiers may not have as much acquisition field experience as AD Soldiers who work in the field every day, sharing a common training base allows for better integration when Reservists deploy.

Thompson mirrored Hendrick's sentiments. "There is a definite need for our junior officers and NCOs serving in a theater support command to develop skill sets that allow them to talk to senior officers and technicians using the language of the acquisition profession," Thompson commented.

1LT Lisa Hendrick receives her AABC diploma from COL McNeil at ALMC's Huntsville campus.

Brown said that learning the language in an environment traditionally tailored for commissioned officers wasn't always easy, but it was very rewarding. "The course gave an overview of the acquisition process from start to finish," she continued. "It gave a lot of information about different aspects of the acquisition field. I'm new to the field, so I was glad to learn as much as possible."

Brown also indicated that being an NCO actually allowed her to make some important contributions to the course. "Everyone had different experiences and we were able to contribute to the group in our own way," the 9th TSC Procurement NCO continued. "It was very interesting to learn in a class with many different people from different career fields. It was a good training experience, and I'm grateful for the opportunity to attend the course," Brown concluded.

Editor's Note: SFC John Valceanu contributed to this article.

AHRC Notes

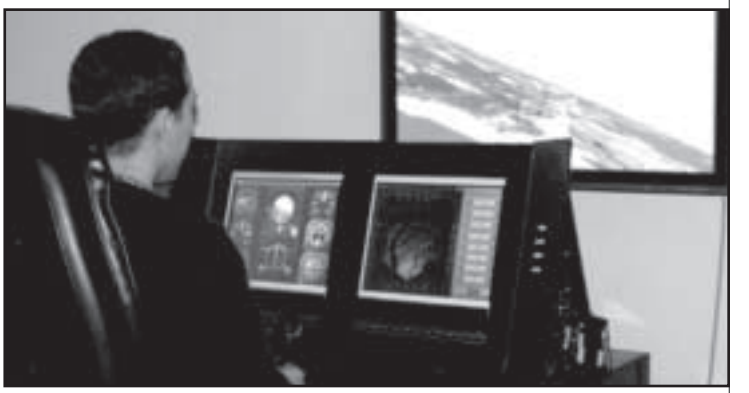
FY04 Army Experimental Test Pilot Board Announces Selections

The FY04 Army Experimental Test Pilot (XTP) Board convened at the U.S. Army Human Resources Command (HRC) on Feb. 18-19, 2004. The board's mission was to select the best qualified commissioned and warrant officers as candidates to attend the U.S. Naval Test Pilot School (USNTPS) at Patuxent River Naval Air Station, MD, with ultimate certification as U.S. Army XTPs for accession into the Army Acquisition Corps (AAC) (for the commissioned officers). Four commissioned and five warrant officers were chosen.

This year's board was extremely competitive. Selection for the Army XTP Program required a strong engineering academic background in conjunction with diverse flying experience, substantial flight time and strong file quality.

HRC extends its congratulations to the following commissioned and warrant officers for selection as *primary* U.S. Army Naval Test Pilot Training Program candidates:

Name	Rank	Name	Rank
Braddom, Steven	CPT	Magonigal, Dean	CW3
Czarnecki, Kenneth	CW3	Ott, Carl	CPT
Henderscheid, Edward	CW3	Scola, Dominic	CPT
Lewis, Richard	CW3	Snyder, Mark	CPT
		Tulley, Sean	CW3



Radar simulation training. U.S. Navy photo by Darren Wagner, USNTPS.

HRC also extends congratulations to the following commissioned and warrant officers for selection as U.S. Army Naval Test Pilot Training Program *alternates*:

Name	Rank	Name	Rank
Armstrong, Mark	CW4	Markow, Tanya	CPT
Boyle, Michael	CW3	Mouser, Adam	CW2
Curry, Nathaniel	CPT	Mullis, James	CW4
Guner, Baris	CPT	Nadeau, Cary	CW2
Lindquist, Douglas	CPT	Whiffin, Harold	CPT

Observations from this year's board and previous Army XTP experiences have prompted changes in the application process. Individuals who want to apply for the FY05 board should note the following:

- Applicant files must clearly identify that calculus and physics/mechanics requirements have been met.

- Commissioned officers must be branch-qualified and hold the rank of captain.
- All applicants must submit any past or current medical waivers with the application packet to determine the ability to meet Naval aeromedical flight requirements.
- Applicants must ensure that they are confident swimmers capable of passing Navy swim test requirements.

Any questions or comments pertaining to the Army XTP Board or career management can be directed to MAJ Sharlene Donovan, AAC Assignments Officer, at (703) 325-5479, DSN 221-5479 or by e-mail at **sharlene.donovan@hoffman.army.mil**.

News Briefs

ARL MSRC Increases Computer Capability

The U.S. Army Research Laboratory Major Shared Resource Center (ARL MSRC) in Adelphi, MD, one of DOD's four supercomputing sites for its High Performance Computing Modernization Office (HPCMO), announced that it is increasing its computing capability from 9.1 trillion to 36 trillion floating-point operations (TFLOPS) by adding three computing systems to its already robust spectrum. The added power will make the ARL MSRC one of DOD's largest computing centers, an investment estimated at $20 million.

CISD Acting Deputy Director Charles J. Nietubicz stands near several computers in the Scientific Visualization Laboratory at Aberdeen Proving Ground, MD. U.S. Army photo by Brian Simmonds, ARL MSRC Outreach Teams.

"This increase in computing capability will give DOD scientists and engineers the ability to solve complex, 3-D, time-dependent, physics-based problems in a timeframe that can provide the data necessary to assist with weapon development and procurement decisions," said Charles J. Nietubicz, Acting Deputy Director, Computational and Information Sciences Directorate (CISD).

The three systems, which are the first major commodity-based symmetric multiprocessor supercomputers used in the HPCMO, will be introduced at ARL this summer. The most powerful of the new systems, a 2,132-central processing unit (CPU) Linux NetworX Evolocity II® system, will increase ARL MSRC computational capability by more than 15 TFLOPS. The system will consist of 1,066 nodes, each equipped with two Intel® Xeon™ 3.6-GHz processors, 1.5 GB of memory per CPU and will use the Myrinet™ interconnect. This system will be ranked as one of the top 10 most powerful computer systems in the world.

A second system, a 2,304-CPU cluster from IBM®, will comprise 1,152 dual-2.2 GHz AMD Opteron™ processors and a Myrinet interconnect. The system will increase ARL MSRC computational capability by more than 10 TFLOPS. This system will also have a top 10 world-computer system ranking.

The third system, a Silicon Graphics® 256 processor single system image SGI® Altix® system with SGI NUMAlink™ interconnect, will add an additional 2 TFLOPS to the high-performance computing (HPC) environment.

Raytheon engineers will work with government partners to integrate, install, test and transition these new systems for production use by fiscal year end. This acquisition and system integration will be the HPCMO's first major introduction into the commodity space, and ARL will be the program leader in production commodity clusters. With these upgrades, ARL will become the first and only center in the HPCMO providing greater than 10 terabytes (10,000 GB) of memory.

"The ARL MSRC serves a diverse, technically challenging HPC user population," said Denice P. Brown, Acting ARL MSRC Center Director. "The selection of Linux NetworX, IBM and SGI systems provides the flexibility to meet users' diverse challenges."